



International Journal of Sciences: Basic and Applied Research (IJSBAR)

ISSN 2307-4531
(Print & Online)

<http://gssrr.org/index.php?journal=JournalOfBasicAndApplied>



Organizational Effectiveness for Effective Transformation of Sub-Sahara Africa: An Empirical Review of Anambra State Civil Service, Nigeria

Clementina Uchenna Agbionu^{a*}, Florence Agbodike^b, Nkiru Nwakoby^c

^a*Department of Business Administration, Nnamdi Azikwe University, Awka, Nigeria*

^b*Department of Public Administration, Nnamdi Azikiwe University Awka, Nigeria*

^c*Department of Entrepreneurship, Nnamdi Azikwe University, Awka, Nigeria*

^a*uctinagbionu@gmail.com*

^b*agbodikef@yahoo.com*

^c*nwakobyn@yahoo.co.uk*

Abstract

The public sector in Nigeria has suffered series of setbacks which were attributed to ineffective and inefficient management which immediately calls for transformation of the sector in order to ensure the effectiveness and efficiency in the performance of the sector for national development. Transformation for national development in Nigeria demands new tools to support the performance of the public sector. Organizational Effectiveness is a tool which describes the degree to which an organization realizes its goal. This paper intends to contribute its own quota to the transformation question by investigating the potential models and tools for understanding, explaining and measuring organizational effectiveness of the public sector organizations in Nigeria. To do this, the paper evaluated the immediate results of the work of NATO RTO HFM Task Group (TG) 163 on “Improving Organizational Effectiveness of Coalition Operations which consists of researchers from eleven nations of the world. The paper used descriptive statistics and content analysis to analyze “Organizational effectiveness in the context of public organizations, and to categorize factors critical to organizational effectiveness.

* Corresponding author.

E-mail address: uctinagbionu@gmail.com.

Based on the review of the models, the study developed a structured questionnaire which was used to collect the relevant data for the purpose of investigating the effect of the different factors that influence organizational effectiveness, expose inefficiencies in public organizations and determine measures to achieve better organizational effectiveness in Anambra State Civil Service. The findings revealed that the key areas of structure and processes, people and culture do not receive adequate attention in the Anambra State Civil Service. A major recommendation of the study is that the emphasis of the government should not be basically on the provision of resources but also on how the resources are effectively and efficiently managed especially during the implementation of strategies for the transformation of the environment.

Keywords: Organizational; Effectiveness; Model; Public Organizations; Nigerian

1. Introduction

Business comes into existence to satisfy some wants and meet some needs, of individuals, groups and society. A business is any activity that seeks to make profit by providing goods and services to others [1]. Inputs from the environment are utilized by these business units and are transformed into outputs such as food, clothing, housing, medical care, transportation as well as other things that add meaning to human existence (leisure and recreation). With the regular changes in technology, globalization and international competition, the performance of organizations as bedrock to their effectiveness has continued to gain intellectual and public attention [2]. The knowledge of the existence of performance management, its vital roles in the effectiveness of any organization must capture the attention of policy makers of any organization if such organizations must remain effective and efficient in their environment [3]. Many businesses have failed to meet the objectives of their formation and this has been the experience in all economies [1]. This experience is more worrisome in the developing economies of the world where managers lack the requisite managerial skills in management [1]. Supporting the above, Inyang (2008b) stated that it is one thing to formulate individual and organizational objectives, and another thing to achieve the set targets, sustain task –level and later improve performance. The fact that most of the businesses (both large and small scale) that we saw in our communities, states and country are no longer in existence, means that something is wrong somewhere [1].

In addition to a variety of reasons for failure in business ventures across the globe especially in this era of globalization and international competition, authors in [1] argue that most public sector businesses in Nigeria failed due to ineffective and inefficient performance management system. Performance management is a tool which focuses on managerial, the individual and work environment in such a manner that an individual/team can achieve set organizational goals. This management requires the integration of complex socio-technical system where structure, processes, people, and culture are aligned towards goal achievement essential to fulfill missions successfully and effectively [4].

In order for public organizations in Nigeria to achieve and maintain their effectiveness at a high level, adaptive, flexible and mobile forces are needed. NATO RTO HFM Task Group (TG) 163 model which centers on “Improving Organizational Effectiveness of Coalition Operations” which was a transformation process emphasizing on “reduction in size and readiness”, increasing flexibility and mobility” and multinational” was

used in this study, for our purpose.

This paper therefore critically assessed potential models and tools for understanding explaining and increasing organizational effectiveness of public organizations. The objective is to provide a theoretical basis for the formulation and recommendations on how to improve the effectiveness of public organizations in Nigeria for effective transformation of the Sub-Sahara Africa.

1.1. Objectives of the Study

The specific objectives of the paper are:

- i. To examine the concept of organizational effectiveness
- ii. To explore the historical antecedents of Public Services in Nigeria.
- iii. To outline the theories and models of organizational effectiveness.
- iv. Assess how these models can be combined to form a new model of organizational effectiveness in Nigeria.
- v. Investigate which factors influence this effectiveness more than others.

1.2. Public Service in Nigeria

The public sector in Nigeria originated from the British colonial masters who were ruling Nigeria before independence in 1960. The British colonialism took over Nigeria in 1898 when the British Colonial administration undertook the railway transport project from Idido in the then capital city of Lagos, to the hinterland. Coal mining, electricity and marine ports followed suit.

These enterprises came in as administrative organs for facilitating trade and commercial activities of the colonial government. The idea of public corporation was initiated by the then Fitzgerald Commission. The concept of civil service was borrowed from the British Labor Party Rationalization of British Cola in 1947, Electricity in 1949. The Nigerian Coal Corporation, Electricity Corporation, Nigerian Cement Company, Nkalagu were all established in 1950. These corporations were managed by Boards for national interest.

In Nigeria the general belief is that the Nigerian Public Enterprises have failed to deliver the purposes for which they were established [5]. Ineffectiveness, inefficiencies, corruption, embezzlement and other forms of ills have been advanced by practitioners and researchers [6]. The Nigerian commercial banks in the 1990s lost their glory due to ineffectiveness and inefficiency. The Nigerian National Electric Power Authority now known as the Power Holding Company of Nigeria also lost the confidence of the masses which was part of the privatization of National Petroleum Corporation. The Nigerian and some other organizations in the oil sector could no longer live up to their expectations.

The Nigerian National Shipping line, the Railway Corporation, the Nigeria Airways among others failed to provide quality services and could no longer remain competitive globally. Due to these management problems of the public sector, the authors in [5] among many other views believe that the private sector is the engine of development but according to authors in [1], this theory has many flaws.

1.3. Concept of Organizational Effectiveness

The concept of organization effectiveness will be discussed here based on the context of the coalition of HQs military point of view.

Effectiveness according to author in [7] refers to the attainment of the formal objectives of an organization. Effectiveness is the foundation of success and it is the specific technology of knowledge and workers within an organization. Organizations are therefore said to be effective when they are regularly and constantly meeting their set goals. From a general perspective therefore, organizational effectiveness describes the degree to which an organization reaches its goals.

From the military point of view where this study derives its inspirations, the experts described effective coalition of Head Quarters (HQs) as “able to achieve the goals”, able to make a decisions quickly”, providing orientation for the commanders, “having good leadership”, adaptable to change” “Adjusting quickly to the changing situation”, ‘able to learn from mistakes, “able to go beyond task description and taking initiative” and “open to diverse cultures”.

The factors which were identified by the coalition operation that act as barriers for successful cooperation were classified into four major groups.

The first group contains factors related to political-military decision making, factors related to process management, factors allude to the people in the organization and finally factors that relate to the influence of cultural differences on organizational effectiveness and the process of formation of a unique organizational culture. {According to the experts, the enablers of organizational effectiveness include the improvement of processes in the Head Quarters (HQs) as well as strategic decision-making when planning and implementing a National and Technical Organization (NATO) Operation.

The recommendations of the experts firstly have to do with strategies for process improvement in NATO HQs. It was unanimously agreed that information sharing is an enabler of organizational effectiveness of a coalition HQ as illustrated by the statement “the more understanding of where information comes from the better”. To improve the information sharing process, a strategy for changing people’s mind and attitude “not wanting to share” has to be implemented.

Other useful suggestions are: introducing Standing Operating Procedures (SOPs) in order to avoid gaps of changeover” and to transfer lessons learned”, effective mentor programme to support handover procedure so that you don’t start from scratch every time” and to “learn from the mistakes’ of their predecessors. In addition, the introduction of the “process of social networking and development of “internal networks” as key elements in reaching organizational effectiveness, is also an idea in the right direction.

Secondly, another key recommendation is in the area of strategic decision making process of planning and conducting NATO coalition operations. The structural factors that influence coalition operation effectiveness were focused on the format of cooperation (lead nation-framework, nation- multinational formation,

Multinational formation) were given priority which was characterized by the statement “No single nation has to be predominantly represented on HQ staff.

Culturally, the experts’ suggestion rested on improving the cross-cultural education effectiveness. There is need to improve the cross-cultural education and training and building intercultural competencies among the NATO HQ staff.

1.4. Review of Organizational Effectiveness Models and Approaches:

Having briefly summarized the recommendations above, the study introduces theoretical approaches of existing models of organizational effectiveness used in the original study. The essence is to arrive at a new model which borrowed a leaf from coalition HQs. The study thereafter described and discussed three different models of Organizational effectiveness which are: the Command Team Effectiveness (CTEF) Model, the Star Model the 7-S-Model and the Internal System Approach to organizational effectiveness. The objective here is to review these models with a view to developing a new model from them which will form a model of improving organizational effectiveness in Public sector organizations in Nigeria. It is believed that the integrative approach which the present study adopted will encompass all the positive features of the entire organizational effectiveness model in one. This new model is expected to be very adequate and appropriate for the transformation question in Sub-Sahara Africa.

1.5. Command Team Effectiveness Model: (CTEF Model)

Developed by authors in [8], the objective of this model is to enable the observation, evaluation and promotion of group activities. This model is based on the assumption that successful leaders should understand and consider these factors which are: conditions which have to do with operations framework, task organization, leader, team members, and team itself. Secondly, it considers behaviors and processes occurring during the operation where a distinction is made between behavior/processes related to tasks and those related to groups. The model is used to evaluate the result of these processes by distinguishing between behavior related to tasks and groups and finally for adapting processes and conditions in order to become more effective. The CTEF model is diagrammatically shown in figure 1.

Developed by NATO RTO task group, this model is unique because of its theoretical foundations involved. It includes learning and adjustment loops and takes the mission framework and context into consideration

Criticisms: This model lacks Inter-cultural aspects of multinational operations, its focus on team and task features does not match a HQs perspective. The model is too complex and has cause and effect quality strategy which can only be verified partially in practice.

Star Model: This model is simple but very powerful, tool for organizational design. This model is the foundation on which an Organization bases its design choices. The frame work is made up of series of design policies that can be influenced by leadership and impact on employee behavior. Its emphasis is on the relevant policies which are the tools with which leaders must become skilled in order to shape the decisions and

behaviors of their organizations.

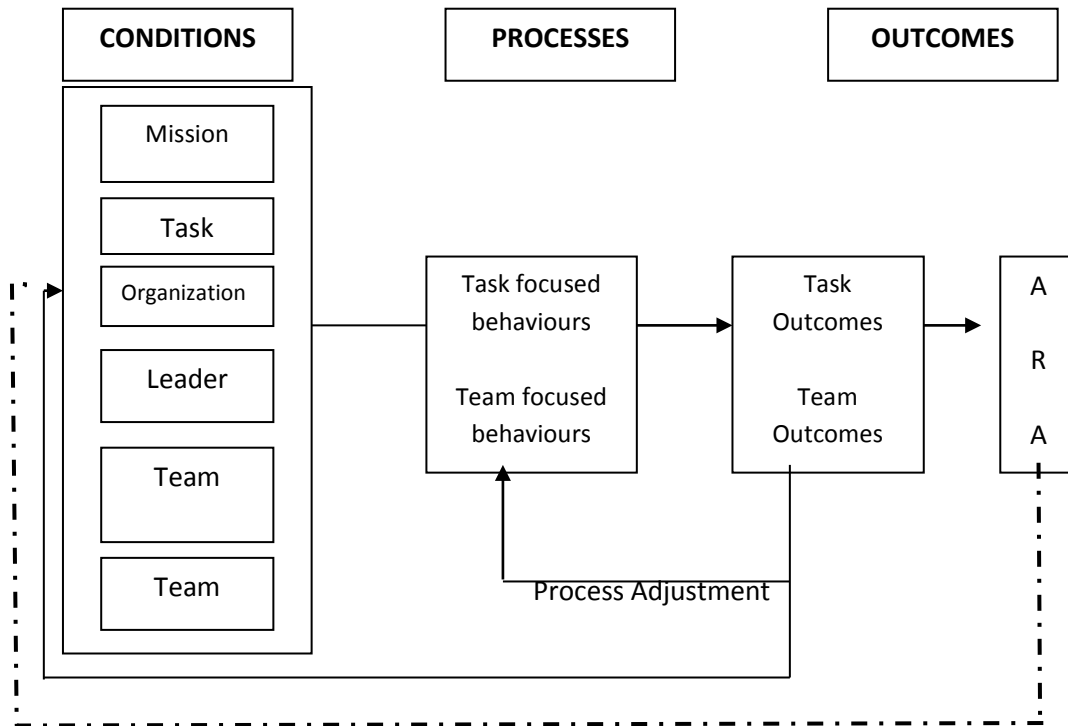


Figure 1: CTEF Model of Organizational Effectiveness. Source: [4] Improving Organizational Effectiveness of Coalition Operations.

Organizational design policies using the star model is divided into five categories which are: structure, strategy, processes, rewards and people.

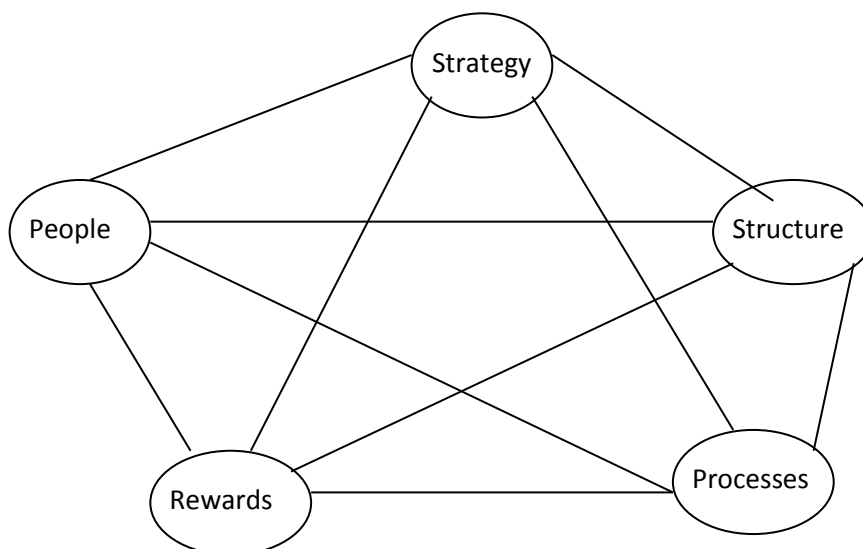


Figure 2: The Star Model of Organizational Effectiveness. Source: [4] Improving Organizational Effectiveness of Coalition Operations.

Designed by author in [9], the Star model of Organizational effectiveness ensures that all the policies must be aligned, interacting harmoniously with one another to ensure that the organization is effective.

The star model is advantageous in its strategic alignment of the diverse policies which ensure effective goal-oriented functioning therefore ensuring organizational effectiveness. Secondly, the adaptability nature of the model to the constant changing of the environment is remarkable. Nevertheless, this model has been criticized in the areas of its vulnerability because alignment around a focused strategy can hinder the adaptation of a new strategy. The model is not tailored to the organizations of NATO HQ but instead to the business and market oriented companies.

Finally, the concept of effectiveness is not a direct output of the design policies and culture is only understood as an output, not as an input. Nigeria nation is a multicultural entity and therefore culture as a variable in this study has to be seen as an input instead of an output.

7-S-Models

Authors in [10] designed the 7-S-Model which divides organizations into “hard” and “soft” factors. To them, the “hard” factors cover concrete elements that can be exposed with policy papers, plans and documentations on the development of the organization. These three “hard or soft” factors of an organization include: strategy, structure and systems. The term “soft” is expressed to mean substantiality and only marginally concrete elements of an organization which cannot be easily described. These elements have been seen to easily develop permanently and can be planned or controlled only in a limited sense since they are highly dependent on the members of the organization.

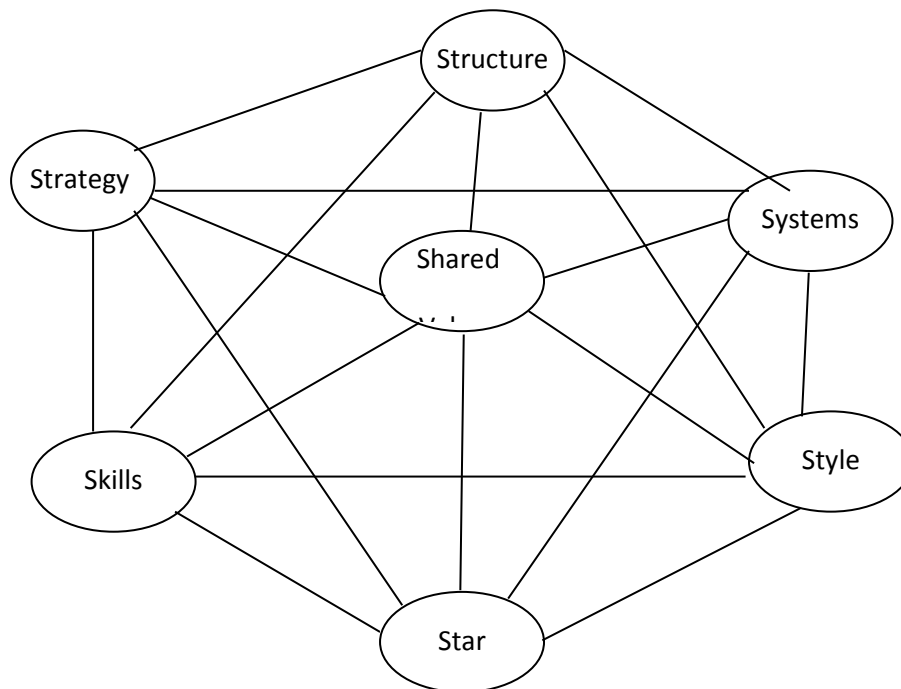


Figure 3: The 7-S-Model of Organizational Effectiveness. Source: [10]

The “soft” or ‘warm” factors which some authors call it are namely skills, staff, style/culture, and shared values/super orientated goals. Hard factors are easier to test, the assessments of the soft factors possess much more difficulty but they have also been found to at least be very essential for the development of an organization.

From the above model, it can be seen that the seven factors have a coordinated balance which ensures the effective functioning of the organizations. Any change of any of the factors automatically affects the other factors. For an organization to function effectively and efficiently there must be a great desire to aspire to attain the right balance of the seven factors. In some organizations, what is seen is the concentration of some of the factors but not all. The proponents of the model however argue that there is no way the organization can function effectively if the seven factors are not integrated and adequately balanced. This implies that the 7 – S-model considers both the hard and soft factors and emphasizes a balance between them for effective organizational success and performance.

1.6. Internal Systems Approach to Organizational Effectiveness

This approach was designed by authors in [11], and it focuses on the functioning of an organization from inside. In the internal systems approach, the effectiveness of an organization is assessed by indicators of internal conditions and efficiency, such as efficient use of resources and harmonious coordination between departments. Here the managers are compelled to generate goals that can be used to assess how well the organization is performing. According to authors in [11], two types of goals that can be used to evaluate organizational effectiveness are official goals and operating goals. Official goals represent the organizations principles that are usually formally shown in its annual report and in other public documents. These goals usually describe the mission of the organizations – why does the organization exist and what should it be doing. These goals which are operative in nature are specific goals that put managers and employees on the right track as they perform the work of the organization. Operative goals are vital in reducing decision – making time, increase motivation of employees or reduce conflict between organization members. To evaluate organizational effectiveness, organizations are therefore called to align their official and operative goals and remove any tension between them [11].

1.7. Combination of the Three Models

The presented and reviewed models have different alienation and cover different aspects of organizational effectiveness. This paper tries to combine these different aspects which are most relevant and applicable to the effectiveness of coalition HQ's in order to arrive at a new model tailored to the Nigerian environment. From the literature reviewed above, the study defines the organizational effectiveness in NATO HQs as the degree to which the organization is capable or fit to align structure, process, people and culture plus other minor elements in the organizational internal and external environment in order to achieve its pre-determined goals. Finally, the study in addition to the primary goals of NATO HQs which is to support the troops on the ground to achieve the goals of winning the battle ahead of them, this study concludes by evaluating the organizational effectiveness of NATO HQs by assessing the extent to which these operational goals have been achieved. These goals which are

effectively and timely sharing of information, quick and timely decision making and improved shared awareness of tasks and responsibilities.

1.8. The Proposed New Model for Nigerian Organizations:

The Nigerian organizations desperately and urgently need a functional, practical oriented model of organizational effectiveness which will specifically address among other variables the unique characteristics in the Nigerian Business environment. The areas to be copied from the coalition model of HQs are:

- ❖ Assessment of the internal effectiveness of the organization using the right parameters.
- ❖ Distinguishing between operative and official goals.
- ❖ Three – step design with a direct link from the input factors through the operative goals to the official goal of the organization.
- ❖ Concept of internal alignment which states that the input factors must be in optimum balance to result in effective goal achievement.
- ❖ Consideration of hard (i.e. structures, processes) as well as soft (i.e. people, culture) in put factors simple model that can be easily tested and applied in practice.

The internal systems approach must also consider these above requirements which must be combined to form a new model for public organizations – specific effectiveness model. Therefore effective organizations must make sure that their operative and official goals are aligned both in terms of their fit with the internal environment and with other factors that have to be aligned with its operative and official goals.

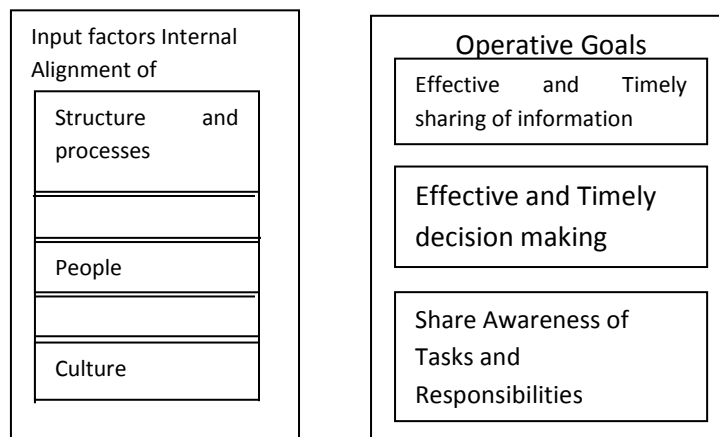


Figure 4: Model of Organizational Effectiveness of Nigerian Public Organizations. Source: Developed by the Authors from the review models.

1.9. Factors That Influence the Effectiveness of the Model: To make the above model work, three factors as stated in coalition of HQs which must be integrated are: Processes, People, and Culture.

Organization structure which is the formal system of task and authority relationships must be made to control how people coordinate their actions and use resources to achieve organizational goals [11] NATO HQs whose model the study intends to apply in Nigerian organizations reached its goals of increasing effective and timely sharing of information and decision making and improving shared awareness of tasks and responsibilities through its organizational structure and process which were classified as organic (as opposed to mechanistic). The greater the degree to which NATO HQ's organic structure and processes, the more likely it will be able to reach its operative goals.

People:

Authors in [10] posit that central to the effectiveness of an organization is people. The leadership, rotation and training of people in the organization is very vital to organizational effectiveness. NATO HQs attained its three goals as already stated above through effective leadership which must be classified as transformational (as opposed to transactional). The greater the degree to which NATO HQs took after the transformational leadership, the more likely it will be able to reach its operational goals.

Effective Leadership styles are also very essential. Authors in [12] examined the impact of leadership on an organizational effectiveness and found that in the transformational style of Leadership, the leaders enhance motivation, morale, and performance of their workers by focusing on transforming their followers to help and look out for each other and encourage harmonious relationship in the entire organization.

Training also is inevitable in organizational effectiveness as it helped NATO HQs succeed in achieving its three goals through employees' active participation in NATO pre-deployment training. The greater the personnel participation in NATO pre-deployment, the more likely it will be to reach its operative goals.

Culture:

Organizational culture consists of a set of values and norms that influences organizational members' interaction with each other and with people outside the organization [11] NATO HQs was able to attain its goals through its terminal cultural values which reflected flexibility and ability in its processes but stability in organizational structure, and its cultural values which included trusting each other, being open to diversity and having an improvement orientation. The greater the degree to which the NATO HQs has developed these cultural values, the more likely it will be to reach its operative goals.

2. Materials and Method

2.1. Measurement of Effectiveness in Anambra State Civil Service

A structured instrument was used to elicit relevant information from the respondents in Anambra State Civil Service who are directors of departments. The content of the questionnaire centered on the degree to which structure and processes, people, culture and performance affect the organizational effectiveness of these organizations.

The study is a replication of an original study on the theories of organizational effectiveness. The study employed a survey design to elicit information on the key variables that influence the organizational effectiveness of Ministries in the Anambra State Civil Service. The population of the study comprises 550 directors of departments in the Civil Service. The content of the questionnaire centred on the degree to which structure and processes, people, culture and performance affect the organizational effectiveness of these organizations. Likerts modified 4 point scale was used to rate the responses and the ratings range from very strongly effective to very ineffective anchors. In this case the decision rule was that any mean response up to 2.5 and above was considered accepted, implying the agreement of the respondents, otherwise rejected. The instrument was subjected to content, face and construct validities while the test-retest result gave a coefficient correlation value of 0.75 which was judged adequate for the study. The responses were analyzed using content and descriptive analysis.

The only null hypothesis of the study was tested through the difference of two means involving normal distribution statistical variate Z. This is in agreement with the view of Authors in [13] which states that when the sample size is equal or greater than 30 Z statistic is used, otherwise t test is applied. As sample tends to be large the distribution tends to be normal hence the normal distribution statistical variate Z becomes the most appropriate statistic for difference of two means test.

Table 1: Details for the study variables

Item No	Variables	SA	A	D	SD	Total Resps.	Total Points	Mean	Decision
1	People are effective	162	95	32	11	300	1008	3.36	Acc.
2	Structure is effective	177	82	24	17	300	1019	3.37	Acc.
3	Culture is effective	155	62	51	32	300	940	3.13	Acc.
4	Processes are effective	119	85	61	35	300	888	2.96	Acc.
5	Performance is effective	125	75	15	85	300	840	2.8	Acc.
Total Resps. -		Response							
Total Acc. -		Accepted							
Total point -		Rejected							

A correlation coefficient (r) of 1.5 indicates a strong and positive correlation between goal specificity, and performance, since computed r is greater than +0.9 and -0.9 or 0.5- level of significance.

A further test of the significance of r using t test gave a computed t of 4.82 and a critical value of 1.860 at 8 degrees of freedom (n – 2) and at 0.05 level of significance, it shows that the test is significant meaning that the null hypothesis is rejected and therefore it was concluded that the value of it is not equal to zero. Thus, there is a linear strong and positive relationship between organizational effectiveness and transformational effectiveness.

Table 2: Mean Response Distribution of Directors in ASCS qualities.

S/No	Goal Qualities	Organizational Effectiveness Means	Transformational Effectiveness Means
1	People are effective	3.5	3.21
2	Structure is effective	3.25	3.49
3	Culture is effective	3.05	3.21
4	Processes are effective	3.47	3.47
5	Performance is effective	3.42	3.42
	Grand Mean	3.34	3.36
	Sample size N	187	113
	Variance S^2	0.2812	-0.11348
	Standard Deviation S	0.53	0.33

Z= 0.25

Table 3: Calculation of Pearson Moment (r)

X	Y	X^2	Y^2	XY
5	10	25	100	50
6	10	36	100	60
7	20	49	400	140
8	30	64	900	240
9	30	81	900	270
10	40	100	1600	400
11	50	121	2500	550
12	60	144	3600	720
13	70	169	4900	910
14	80	196	6400	1120
$\Sigma x=95$	$\Sigma y=400$	$\Sigma x^2 = 985$	$\Sigma y^2 = 21,400$	$\Sigma xy = 4,460$

r = 1.5

t = 4.82

2.2. Results and Findings

The results show that the key areas of structure and processes, people, and culture do not receive the attention of Anambra State Civil Service; hence the organizations within this system have not been effective for a long time now.

These have consistently led to ineffectiveness, inefficiencies, low productivity and poor job satisfaction in the system.

3. Conclusion

The purpose of this model was specifically to investigate the potential models and tools for understanding, explaining a measuring organizational effectiveness in Nigeria Public sector using Anambra State Civil Service as a study.

The organizational effectiveness which is the bone of contention for the study was defined and explained in the context of military definition. It is also very crucial to state here that strategic management which this study anchored originated from the military hence the adoption of military strategy is designing an effective model to solve the problem of ineffectiveness and inefficiency in Nigerian Public Sector.

Since the models were used to achieve the goals of coalition HQs, which are stimulating information sharing, ability to make fast and timely decisions, has a common understanding of its internal tasks and responsibilities, this study believes that the Nigerian Public Sector effectiveness can only be attained if structure and processes, people and culture are strategically aligned towards them. On the basis of this assumption, the study designed a model displaying his claim of goal achievement and designed an instrument for measuring organizational effectiveness in Nigerian Public Sector.

4. Recommendations of the study

Based on the conclusions reached above, this paper recommends as follows:

1. That the emphasis of Nigerian government should not only be in the provision of resources-natural, material, financial and human but to make sure that the usage of these resources are effective and efficient,.
2. That the policies made for public sector organizations should be accompanied with strategies that will ensure that the implementations of the policies are effective.
3. That a uniform organizational model should be adopted for public sector in order to measure performance against set standards.
4. That the models should constantly be reviewed to accommodate regular changes in the internal and external environment of business to make the model relevant and current.
5. The model should be tested in a specific public sector organization to check its workability before being universally applied in the public sector in Nigeria.

References

- [1] Esu.B.B. and Inyang.B.J. (2009). "A case for Performance Management in the Public Sector in Nigeria". *International Journal of Business and Management* (on-line), 4(4). Available: www.ccsenet.org/ijbm.
- [2] Luo. Y. (2005). "How does Globalization affect Corporate Governance and Accountability? A Perspective from MNES", *Journal of International Management*, USA (published), 11, pp 19-41.
- [3] Armstrong.M. and Murlis.H. *Reward Management (4th edition)*, London, Kogan, 1998, pp 811.

- [4] Bisig.E.P.T, Tresh.S.T, Blais.A.R, Seiler.S., Vanakew.Y., *Improving Organizational Effectiveness of Coalition Operations*, NATO, OTAN, 2010.
- [5] NPC, *National Economic and Empowerment Development Strategy*, Abuja, Central Bank of Nigeria, 2005.
- [6] Nweke. A. (2010), “*Three Years of Visionary Leadership in Anambra State*”, Journal of Anambra State Civil Service (published), 8(1); pp 7-12.
- [7] Ogundele. O.J., *Introduction to Entrepreneurship, Corporate Governance and Small Business Management*, Lagos, Molofin Nominies, 2010.
- [8] Essens, P.J.M, Vogelaar, A.L.W, Myile, J.J.C Blerdell, C.Paris, C.Halpin, S.M, and Baranski J.V., *Military Command Team Effectiveness: Model and Instrument for Assessment and Improvement*, NATO, RTO Technical Report, 2005.
- [9] Galtrouth. J.R, *Designed Organizations, An Executive Guide to Strategy, Structure and Processes*, Sanfrancisco, Jossey-Bass Publishers, 2002.
- [10] Peters.T. and Waterman. J.R., *In Search of Excellence*, New York-London, Harper and Row Publishers, 1982.
- [11] Jones. G.R., *Organization Theory, Design and Change: Text and Cases*, Upper Saddle River-New Jersey, Pearson Education Publishers, 2004.
- [12] Bass.B.M. and Avolio.B.J., *Improving Organizational Effectiveness through Transformational Leadership*, Thousand Oaks, C.A.Sege, 1994.
- [13] Okeke, T.C., *Basic Business Statistics*, Enugu, Mingo Jones Publishers, Nigeria, 2009, pp 252.